Capital Improvements Program

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Capital Improvements Program

Introduction

The State of Michigan Council for Arts and Cultural Affairs (MCACA), a bureau of the Michigan Department of History, Arts and Libraries, serves to encourage, develop and facilitate an enriched environment of artistic, creative cultural activity in Michigan. Through a comprehensive program of services and matching grants, MCACA:

- ➢ Demonstrates the importance of arts and culture in daily living
- ➢ Provides broad public access to arts and cultural activities
- ➢ Supports arts and culture as a catalyst for community revitalization and economic development
- ➢ Strengthens arts education
- ➢ Supports those who create, present or produce quality arts and cultural projects
- ➢ Encourages innovation
- ➢ Celebrates diversity
- ➢ Facilitates delivery of arts and cultural resources statewide
- ➢ Enhances the state's quality of life

Other MCACA Programs

Arts and Learning

Anchor Organizations

Arts Projects

Cultural and History Projects

Local Arts Agencies Services

Partnerships

Regional Regranting

Rural Arts Program

This booklet contains requisite information, and forms to help qualified organizations apply for funding in the ***Capital Improvements Program***. Funding through this program supports, capital improvement projects, for arts and cultural facilities, which will take place between October 1, 2006 and September 30, 2007.

Capital Improvements provide funding assistance for capital improvement projects for the expansion, renovation, construction or acquisition of cultural facilities. The program is not appropriate for the funding of project planning, such as feasibility studies, architectural drawings, mortgage payments or operational support.

Any Michigan county government or municipality (city, township or village), may request funding for projects that include capital improvements of community organizations arts and cultural facilities and publicly owned facilities, excluding stadiums used primarily for professional sporting events. Please refer to the enclosed guidelines and application instructions for more detailed information.

Thank you for your interest in applying for a MCACA grant. It is through the efforts of organizations such as yours that the MCACA commitment to foster innovation, preservation, conservation, creativity and excellence in the State of Michigan can come to fruition.

There are similar guidelines and grant applications available for all other MCACA programs listed above. If you have questions or require additional information, contact MCACA staff at (517) 241-4011. For individuals who hearing impaired Council staff can be reached by TTY at (517) 373-1592.
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Capital Improvements Program at a Glance

√ The Capital Improvement Program is a matching grant program for counties, cities, townships and villages that provides funding assistance for capital improvement projects **for the expansion, renovation, construction or acquisition of cultural facilities.**

√ The Capital Improvement is not appropriate for the funding of project planning, such as feasibility studies or architectural drawings, mortgage payments, or for operational support.

To be Eligible...
√ Applicants must be a Michigan county or municipality.
(Non-profit organizations may benefit as a sub-grantee of their county, city, township or village.)

√ **Applicants with unmet obligations on prior grants
i.e. late/incomplete reports, _may not_ apply.
(Contact MCACA staff if you are concerned about a prior grant.)**

Funding Basics...
√ Capital Projects Applicants can request a maximum of $50,000.

√ Priority is given to projects with strong evidence of prior planning and eminent completion.

√ A 1:1, dollar for dollar match is required:
For example, a request of $50,000 must be matched by at least $50,000 in cash.

√ Funded projects must be completed within the MCACA Fiscal Year, 10/1/2006 - 9/30/2007.

√ Applicants may apply to more than one Council program. However, the Council reserves the right to limit the number of grant awards to any one applicant.

√ Municipalities applying for multiple projects must submit a separate application and fee for each project.

√ Only one application may be submitted for the same project or activity in a fiscal year.

Deadline...
√ Applications must be postmarked no later than May 1, 2006.
Hand delivered applications must be in MCACA offices by May 1, 2006 at 4:00 p.m.
Late applications will **NOT** be accepted or reviewed.

√ Metered mail IS NOT acceptable.

√ An application fee of 3% of the requested amount or $300, whichever is less is required.

Mail your completed application to: **MCACA
Capital Improvements Program
702 West Kalamazoo
P.O. Box 30706
Lansing, MI   48909-8206**

Program Description

Capital Improvements Eligibility

Any Michigan county or municipality may qualify for a grant and submit an application for funding. Nonprofit organizations can be sub-grantees of eligible counties, cities, townships and villages, however, re-granting by sub-grantees to a third party is not allowed.

Projects involving the purchase or renovation of real or personal property require the submission, with the application, either proof of ownership, option to purchase, or long term lease. Documentation must show certification or declaration by the applicant. The certification will include an option clause protecting against a change in purchase price should the grant request be successful.

Federal tax-exempt 501(c)(2), status is required by the applicant community for projects owned or operated by agreement with nonprofit organizations.

Federal tax-exempt 501(c)(3) tax status, is required of organizations acting as subgrantees for projects outside the county, city, village or township operating authority or for projects owned or operated by agreement with the applicant municipality.

Counties, cities, townships and villages must show collaboration and evidence of cultural planning with local arts and cultural organizations for the community. Ideally, the cultural plan will prioritize community projects and the application will reflect the plan.

A Note about Historical Buildings and Sites

If your project is for a building 50 years of age or older, you must contact the State Historic Preservation Office. Projects awarded grants in the Capital Improvement program will not receive a contract before receiving a determination of the building's eligibility for the National Register of Historic Places from the State Historic Preservation Office.

Properties already listed on the National Register of Historic Places can be found on the National Park Service (NPS) website at http://www.cr.nps.gov/nr or through Michigan Sites On-Line at www.michigan.gov/shpo. If the building is listed in the National Register, printing the record from either the NPS website or Michigan Sites On-Line that shows the date the site was listed and including it in the application will serve as proof of the eligibility determination.

Submit an eligibility questionnaire and current photographs to the State Historic Preservation Office, Department of History Arts and Libraries, PO Box 30740, 702 W. Kalamazoo, Lansing, MI 48909-6240. Digital photographs and a Word document may be submitted by e-mail to preservation@michigan.gov. An eligibility questionnaire can be downloaded from the SHPO website at www.michigan.gov/shpo . Be sure to indicate that the requested eligibility determination is for a MCACA grant. Questions on the National Register of Historic Places can be directed to the SHPO at 517/373-1630.

Underserved Community/Areas Definitions

It is the Council's long-term goal to make quality arts and cultural programs and services available to all 83 counties in the State of Michigan.

Underserved Community

An underserved community is defined as one in which people lack access to arts programs, services, or resources due to geography, economic conditions, cultural background, sociopolitical circumstances, disability, age, or other demonstrable factors. The term "community" can refer to a group of people with common heritage or characteristics, whether or not living in the same place.

Underserved areas

"Underserved areas" are identified and defined by the Council as the counties listed below:

Alcona	Alger	Allegan	Antrim	Arenac
Baraga	Barry	Bay	Benzie	Branch
Cass	Clare	Crawford	Eaton	Gladwin
Gratiot	Hillsdale	Ionia	Iosco	Iron
Kalkaska	Keweenaw	Lake	Lapeer	Livingston
Luce	Mackinaw	Manistee	Mason	Mescota
Menominee	Missaukee	Montcalm	Montmorency	Monroe
Oceana	Ogemaw	Osceola	Otsego	Presque Isle
Roscommon	Schoolcraft	Shiawassee	Van Buren	Wexford

Funding

This program is designed to reflect and sustain diverse cultural expression, foster greater understanding of the arts and preserve our cultural heritage. By encouraging community cultural planning and support cultural infrastructure, it is the Council's expectation that projects funded through the Capital Improvements Program will:

^ Foster the highest artistic achievement and creativity, promote excellence and advance the contemporary and traditional arts in communities throughout Michigan

^ Make a broad range of the finest arts and cultural activities available to audiences in communities throughout Michigan

^ Support activities which create greater understanding and appreciation of the importance of the arts and culture and foster an awareness of their aesthetic, economic, cultural and social relevance

^ Promote the career development of Michigan artists and assist them in the production of their work

^ Promote the development of business skills for artists and the management capabilities of community arts producing and presenting organizations

^ Reach new audiences; spur local economies; increase audience access, diversity, size or participation in the arts; market and promote the arts

^ Foster collaborations and partnerships between arts organizations, local governments, business and community leaders.

Program Description

Application Fee

Applicants are required to pay an application fee for each submitted application. The check should:

> Be made out to the State of Michigan
> Be stapled to the cover page of the application form
> Be placed inside envelope #1, "Originals"

Applicants must provide a non-refundable fee of $300 or 3% of the grant request, <u>whichever is less.</u> The check must be submitted with the application, in order to be processed. Applications submitted without the application fee will not be considered for funding. This fee is subject to change by action of the Michigan Legislature. Change in this fee could happen after the submission of your grant application.

Funding - "Match"

Applicants will match grants on an equal dollar-for-dollar (1:1) match basis from local and private contributions. Matching funds must include cash equal to at least 50% of the grant request/award. The amount requested cannot exceed 50 percent of the total project costs. The remainder of the match may be any combination of cash or in-kind contributions. (Reasonable value of services, materials and equipment as allowed under the internal revenue code for charitable contributions) subject to the pre-approval of the Michigan Council for Arts and Cultural Affairs. **Note: Budget expenses should ONLY include construction/ renovation costs and reasonable administration of the specific capital improvement project. Programming and other administrative costs are not appropriate.**

Funds used as match for one Council grant will not be considered as match for other Council grants. In addition, Council must receive proof of the entire amount of matching funds, services, materials or equipment by the end of the award period.

A certification form for matching funds is in the application package. All applicants must complete the certification form for each project showing matching funds. **This form must be completed and signed by authorized representatives of the governmental agency making the application; not by the sub-grantee**. Only funds available for project expenditures, operating costs of existing programs, (or the substitution of grant funds or local funds) and/or a similar match is ineligible. Matching funds will become a legal requirement incorporated in the grant contract of the grantee.

Matching Fund Summary

Applicants may .... Request up to $50,000 but not more than 50% of a capital project's cost

Applicants must .... Make a 1:1 match
For example, a request of $50,000 must be matched by at least $50,000 in cash.
Construction and project administration costs only!

State Funds may not .... be used as matching funds

Applicants may not .... use the same matching funds in more than one project

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Program Description

Funding - "Uses"

Funding <u>may ONLY be</u> used for...

$ Expansion, renovation, construction or acquisition of cultural facilities of all types
$ Facility structure or system maintenance
$ Purchase of equipment directly related to the arts presenting or producing function of an organization
$ Subgranting to arts and cultural organizations

*Construction and project management costs ONLY For capital projects. Do not include programming in this grant.

Priority will be given to capital improvement projects which provide:

- Economic development
- Collaborations that leverage additional public and private investment
- Projects that benefit underserved areas (see list of counties page 5)
- Projects that benefit underserved communities (see definition)
- Projects that serve multiple counties

- Projects that are also receiving support from other State Agency programs such as the **Neighborhood Enterprise Zones (NEZ's) HRF, MainStreet, Blue Prints, RZ, EZ, EC, Vision 2020, CBDG program monies etc.**
- Projects projected to be completed within the grant period, 10/1/2006-9/30/2007

Funding <u>may not</u> be used for...

✘ Restoration of historic buildings <u>when the **primary focus** is</u> historic preservation (except those with architectural significance)
✘ Debt retirement, mortgage payments
✘ Preservation or restoration of non-arts collections
✘ Costs associated with the start-up of a new organization
✘ Costs incurred prior to the grant starting date
✘ Fund raising
✘ Projects that take place outside the state, foreign travel or out-of-state travel
✘ Consultants who are member of an applicant's staff or board
✘ Exhibitions or productions by children or students in grades K-12
✘ Payments to students
✘ Indirect costs (i.e. the cost of handling grants funds, that is charged against the grant funds)
✘ Projects that utilize funding from other State programs as matching funds, or matching funds that are used for more than one Council grant
✘ Projects for which more than one Council grant is requested

✘ Operating costs not associated with the project
✘ Purchase awards, cash prizes, scholarships, contributions or donations
✘ Food or beverages for hospitality
✘ Entertainment or reception functions
✘ Existing deficits, licensing fees, fines contingencies, penalties, interest or litigation costs
✘ Publication, records, films of a commercial nature, i.e. works of questionable artistic value produced to realize quick market profit
✘ Creation of textbooks / classroom materials
✘ College or university faculty exhibitions or performances
✘ Internal programs at colleges or universities
✘ Commissioning of their faculty by colleges or universities
✘ Curriculum development, in service, or circular activities
✘ Scholarly or academic research, tuition and activities which generate academic credit or formal study toward an academic or professional degree
✘ Commissioning of public art

<u>NOTE: Council funding may not be used for these items NOR can they be included in the project budget as expense items or to meet matching requirements.</u>

Grantee Requirements

Grantees must confirm project / program implementation plans and if requested revised budget based upon the actual grant award.

Grantees must sign a contract detailing terms for the use of Council funds.

Grantees who are local governmental units are subject to the requirements of the government-wide common rule, "Uniform Administrative requirements for Grants & Cooperative Agreements to State and Local Governments." Nonprofit organizations, inclusive of colleges and universities, are subject to the requirements of OMB Circular A-110, "Uniform Administrative Requirements for Grants and Agreements with Institutions of Higher Education, Hospitals, and Other Nonprofit Organizations."

OMB Circular A-133, "Audit of States, Local Governments and Nonprofit Organizations", includes specific guidance for conducting financial and compliance audits. The threshold for requiring an audit is $500,000 in *yearly expenditures* of Federal awards. This amount is the aggregate of funds from all Federal sources."

Grantees are required to assure the Council that they intend to comply with Title VI of the Civil Rights Act of 1964; Section 504 of the Rehabilitation Act of 1973; the Americans with Disabilities Act of 1990 (ADA); the Age Discrimination Act of 1975; and title IX of the Education Amendments 1972, where applicable. Title VI prohibits discrimination on the grounds of race, color or national origin; Section 504 prohibits discrimination on the basis of disability; ADA prohibits discrimination on the basis of disability; the Age Discrimination act prohibits discrimination on the basis of age; and Title IX prohibits discrimination on the basis of sex.

Applicants are required to demonstrate compliance by implementing requirements outlined in Michigan Executive Order 79-4 "Equal Opportunity Standards in State and Federal Contracts".

Grantees must assure the Council that professional performers and related or supporting personnel employed on projects funded by the Council shall not receive less than the prevailing minimum compensation as determined by the Secretary of Labor. Labor standards set out in Part 505 (29CFR) "Labor Standards on Projects or Productions Assisted by Grants from the National Endowment for the Arts." In addition, grantees must assure the Council that no part of projects funded by the Council will be performed or engaged in under working conditions which are unsanitary or hazardous or dangerous to the health and safety of employees engaged in such projects.

Grantees should use cost accounting principles which comply with requirements as set forth in Federal OMB Circular A-122, "Cost Principles for Nonprofit Organizations, " A-87 for Local governments, or A-21 for Educational Institutions.

Consistent with Public Law 101-512, when purchasing equipment and products under a Council grant, grantees are encouraged to purchase American-made equipment and products.

Grantees are required to execute projects and/or productions in accordance with the requirements of National Endowment for the Arts regulations implementing Executive Order 12549, "Debarment and Suspension," certifying that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any federal department of agency.

Grantees are prohibited from conducting general political lobbying, as defined in relevant statutes, regulations and OMB circular within a Council funded project.

Travel outside the United States, its territories, Mexico, and Canada not identified in the grant application must be specifically approved in writing by the Council before travel is undertaken. Such travel, if approved, must comply with applicable state and federal regulations.

Council support must be credited and included in all publicity and in all media materials used in the activity. Materials submitted with applications will not be returned. Some submitted materials may be used by MCACA as promotional tools. Grantees must submit, in a Council supplied format, a final report. The final report must include a written financial statement, budget itemization, program assessment and publicity materials from the activity (i.e. publication materials, photographs and news stories). Selected grantees may also be required to submit an interim report.

Capital Review Criteria

Capital Review Criteria

Each application is scored based on specific "review criteria" representing four areas of general concern. The questions posed within these four groups are used by peer reviewers as the primary tool to evaluate your proposal. Each peer reviewer will determine if the questions posed within the review criteria have been adequately answered by your grant proposal and score your application accordingly. Although it is not necessary to answer each individual question posed within the four sets of review criteria, your proposal must address each of the four review criteria areas. *Applications to the Capital Improvements Program will be reviewed according to the following criteria. Each criteria carries a specific point value which is used to score the application.*

Scope of Project

20 points

The extent to which the project provides for the long-term impact for the municipality, region or state; the quality and appropriateness of the proposed activity; the appropriateness and quality of the design of construction projects; public impact for the municipality served. Review panels will evaluate the criterion according to the following:

 a) Accessibility and cultural enrichment opportunities for municipality residents
 e) Merit and feasibility of the proposed activity
 b) Project longevity and impact for the municipality
 c) Appropriateness of proposed project for the municipality
 d) Impact of proposed activity to benefit underserved communities and/or areas
 e) Impact of proposed project to serve multiple counties
 f) Quality of evaluation method(s)

Project Planning and Implementation

35 points

The thoroughness of the project planning process; quality and thoroughness of the application and budget; evidence of a community cultural planning process; extent of public and private collaborations and inclusion of community leaders and local arts and cultural organizations; obtaining required permits; evidence of administrative and financial capabilities; and inclusion of supporting documents. The criterion will be evaluated according to the following:

 a) Completeness of application, budget and itemization
 b) Evidence of inclusive planning
 c) Quality of the cultural plan
 d) Evidence of private and intergovernmental cooperation
 e) Acquisition of project permits (if required)
 f) Architectural drawings
 g) Resume(s) of key personnel
 h) Quality of letters of support

Community Support

20 points

The extent to which the community shows broad-based support of the proposed activities as evidenced by nonmonetary contributions (in-kind), volunteers, attendance, etc. The review panel will evaluate the application according to the following criterion:

 a) Quality of letters of support
 b) Evidence of volunteer support
 c) Evidence of community participation (attendance at events, planning, etc.)
 d) In kind contributions

Economic Impact

25 points

The extent to which the project provides for economic development opportunities for the arts and cultural sectors to create a lasting impact on the local economy. Review panel will evaluate the criterion according to the following:

 a) Job creation and retention
 b) Added value from capital improvements
 c) Private and public investment
 d) Individual contributions
 e) Use of local firms
 f) Number of people served

Summary: Emphasis will be given to projects that foster economic development opportunities to leverage significant additional public and/or private investment; serve underserved areas and/or underserved communities; or show evidence of successful collaborations; and activities that the county or municipality plan for completion within one year. Proposals which are of general planning nature should apply to other Council programs. Proposals of a general, routine nature that is normally a community's responsibility or projects that duplicate an existing agency's efforts or responsibility will receive a lower priority. **This program is not suitable for applications for commissioning of public art. Applicants interested in public art commissions should refer to the Arts Projects Program Guidelines.**

Application Form Instructions

Applications must be typed. Before preparing your application, read the guidelines. The guidelines provide important information about types of projects the Council will fund and the criteria by which your application will be reviewed. Be sure that your application addresses these issues.

Section 1: Cover Page ---The cover page provides a receipt record for Council use and provides the summary of the project for Council members.

Project Summary

Provide a clear and concise project summary. Describe what will be accomplished by this project. Include a project synopsis with timeline, number and types of activities for which MCACA funding is requested. Limit your response to the space provided. If the project is funded, this will be the basis for your grant contract language.

Separate applications must be completed for each grant request. The grant application may be duplicated.

Section 2
Applicant Information
Name, address and telephone number
Enter the legal name, other commonly used names, official mailing address, telephone number and office hours of the organization. Use exact spellings. Do not use abbreviations unless part of the official name. Correspondence will be sent to this address, including notification of receipt of your application.

Authorized Official
Enter the name and title of the person who is authorized to sign official papers. This person cannot be the same as the project director.

Board Chairperson
Enter the name, title and address of the individual who bears ultimate authority and responsibility on behalf of the applicant organization.

Section 2 County Code and Section 3 Project County Code(s)
For Section 2 --- Enter the name and 2-digit code for the county in which the applicant organization's main office is located.

For Section 3 --- Enter the two digit code(s) for the county in which the project takes place. The applicant organization's location and the project location may differ. Enter all county codes that apply.

01 Alcona	09 Bay	17 Chippewa	25 Genesee	33 Ingham
02 Alger	10 Benzie	18 Clare	26 Gladwin	34 Ionia
03 Allegan	11 Berrien	19 Clinton	27 Gogebic	35 Iosco
04 Alpena	12 Branch	20 Crawford	28 Grand Traverse	36 Iron
05 Antrim	13 Calhoun	21 Delta	29 Gratiot	37 Isabella
06 Arenac	14 Cass	22 Dickinson	30 Hillsdale	38 Jackson
07 Baraga	15 Charlevoix	23 Eaton	31 Houghton	39 Kalamazoo
08 Barry	16 Cheboygan	24 Emmet	32 Huron	40 Kalkaska

Application Form Instructions

41 Kent	50 Macomb	59 Montcalm	68 Oscoda	77 St Clair
42 Keweenaw	51 Manistee	60 Montmorency	69 Otsego	78 St Joseph
43 Lake	52 Marquette	61 Muskegon	70 Ottawa	79 Tuscola
44 Lapeer	53 Mason	62 Newaygo	71 Presque Isle	80 Van Buren
45 Leelanau	54 Mecosta	63 Oakland	72 Roscommon	81 Washtenaw
46 Lenawee	55 Menominee	64 Oceana	73 Saginaw	82 Wayne
47 Livingston	56 Midland	65 Ogemaw	74 Sanilac	83 Wexford
48 Luce	57 Missaukee	66 Ontonagon	75 Schoolcraft	99 State wide
49 Mackinac	58 Monroe	67 Osceola	76 Shiawassee	(use for project activity only)

Federal Identification Number

Enter the applicant organization's 9 digit Federal Identification Number. This number (also known as Federal Employer Identification) is recorded on 990 Tax Returns and on W-2 forms.

Status Code --- *Describes Legal Status*

Enter the 2-digit code which indicates the applicant organization's legal status. **Note:** This is a partial listing with only those codes that are applicable to the Capital Improvements Program.

07   Government - County to be used when the mail recipient is a unit of a county government.

08   Government - Municipal to be used when the mail recipient is a unit of a municipal government.

99   None of the above - To designate an entry which cannot be coded.

Institution Code ------ Enter a code to identify the applicant organization. **Note:** This is a partial listing with only those codes that are applicable to the Capital Improvements Program.

37   Parks and Recreation - usually a municipal agency which provides a wide variety of services for the population. In addition to administration of park facilities, services may include planned activities such as concerts, plays and participatory activities. (e.g. ceramics, macrame and other crafts.)

38   Government, Executive - the administrative branch of the government, federal, state, county, local or tribal. Include grants to municipalities.

Legislators

Identify your U.S. Representative to Congress, state senator and state representative and their districts. This information may be obtained through your local library or county clerk's office.

Application Form Instructions

Section 2-- Applicant Primary Discipline Code <u>and</u> Section 3 --- Projects Primary Discipline Code:

<u>For Section 2:</u> Enter the one code that describes primary area of work for the applicant organization.

<u>For Section 3:</u> Enter the one code that best describes the primary discipline of the project.

01   Dance
(do not include mime; see "Theater", 04, for mime)
- A   ballet
- B   ethnic/jazz include folk-inspired,
       (see "Folk Arts", 12)
- C   modern

02 Music
- A   band do not include jazz or popular
- B   chamber include only music for one musician to a part
- C   choral
- D   new include experimental, electronic
- E   ethnic include folk-inspired; see "Folk Arts," 12
- F   jazz
- G   popular include rock
- H   solo/recital
- I   orchestral includes symphonic and chamber

03 Opera/Music Theater
- A   opera
- B   musical theater

04 Theater
- A   theater-general include classical, contemporary, experimental
- B   mime
- D   puppet
- E   theater for young audiences

05 Visual Arts
- A   experimental include conceptual, new media, new approaches
- B   graphics include printmaking and book arts; do not include graphic design: see "Design Arts,"
- D   painting include watercolor
- E   sculpture

06 Design Arts
- A   architecture
- B   fashion
- C   graphic
- D   industrial
- E   interior
- F   landscape architecture
- G   urban/metropolitan

07 Crafts

A	clay	B	fiber
C	glass	D	leather
E	metal	F	paper
G	plastic	H	wood
I	mixed media		

08 Photography include holography

09 Media Arts
- A   film
- B   audio include radio, sound installations
- C   video
- D   technology/experimental (include work created using computer or other digital or experimental media as the primary expressive vehicle)

10 Literature

A	fiction	B	nonfiction
C	playwriting	D	poetry

11   Interdisciplinary - pertaining to art forms/art works that integrate more than one arts discipline to form a single work (e.g. collaboration between/among the performing and/or visual arts), include performance arts.

12   Folk Life / Traditional Arts - pertaining to oral, customary, material, and performance traditions informally learned and transmitted in contexts characteristic of ethnic, religious, linguistic, occupational, and/or regional groups. For dance, music, crafts/visual arts and oral traditions that meet the above criteria, use the subcodes 12A-12D.   For other folklife or traditional art forms not itemized below (such as specific occupational arts, vernacular architecture, folk/traditional theater or other performing art forms), use the main code of 12. **Do not include folk-inspired forms.** (For example, interpretations of ethnic/folk dance or music by artists outside the particular ethnic/folk tradition should be coded 01B or 02E, respectively.

   12A: Folk/Traditional Dance
   12B: Folk/Traditional Music
   12C: Folk/Traditional Crafts and Visual Arts
   12D: Oral Traditions (include folk/traditional storytelling)

13 Humanities - pertaining but no limited to the following fields: history, philosophy, languages, literature, linguistics, archaeology, jurisprudence, history and criticism of the arts, ethics, comparative religions, and those aspects of the social sciences employing historical or philosophical approaches. This last category includes cultural anthropology, sociology, political theory, international relations, and other subjects concerned with questions of value and not with quantitative matters.

14 Multi-disciplinary - pertaining to grants that include activities in more than one of the above disciplines; use this code to describe only those grants in which the majority of activities cannot be attributed to one discipline. If the majority of supported activities are clearly within one discipline, that discipline should be used instead of multi-disciplinary. Do not include interdisciplinary activities or events. See "Interdisciplinary", Code 11.

15 Non-arts/Non-humanities

Section 2---Grantee Race Code

Enter the ONE code that best represents 50 percent or more based on code description for the applicant organization. *Applicant organizations should code themselves based on the predominant group of which their staff or board or membership (not audience) is composed. Use the list below. Organizations should choose the **one** code that best represents 50 percent or more of their staff or board or membership.*

Section 3--- Project Race/Ethnicity Code

Enter the ONE code that best reflect the project activities: *If the majority of the grant activities are intended to involve or act as a clear expression or representation of the cultural traditions of one particular group, or deliver services to a designated population listed below, choose that group's code from the list. If the activity is not designated to represent or reach any one particular group, choose code "99"*

> A ----- 50% or more Asian
> B ----- 50% or more Black / African American
> H ----- 50% or more Hispanic / Latino
> N ----- 50% or more American Indian / Alaska Native
> P ------ 50% or more Native Hawaiian / Pacific Islander
> W ----- 50% or more White
> 99 ----- no single group listed above represents 50 percent or more.

Section 3 --Project Information

Project Director (contact person)

This is the person to whom questions concerning this application will be addressed. Include address and phone number(s). This person cannot be the same as the authorizing official.

Activity/Project Title

Start date/end date

Enter the dates of your project. These dates must be within the grant period of October 1, 2006 through September 30, 2007.

Application Form Instructions

Type of Activity Codes

*General description of what you plan to do. Note***:** This is a partial listing with only those codes that are applicable to the Capital Improvements Program.

07   Facility Construction, Maintenance, Renovation. Note: Design is 04.

18   Repair/restoration/Conservation.

23   Equipment Purchase/Lease/Rental.

Arts Education Code:
For Capital Program applicants only... use code "99" None of this project involves arts education.

Project Descriptors
Select the descriptor(s) below that comprise a significant portion (50 percent or more) of the grant's resources /activities. Select and enter all that apply. If none apply, or if the descriptors below apply to a small or indeterminate portion of your activities, enter a "Z".

A   Accessibility - grants or services related to ADA/504 compliance or other activities designed to increase access to the arts for persons with disabilities.

I   International - programs or activities supporting any of the following: grantees visiting other countries, foreign artists visiting the USA, any cultural exchange program, linkages with artists or institutions in other countries, or establishing/administering international programs in your own agency.

P   Presenting/Touring - grants or services resulting in the movement of artists and artworks for perfor-mances, readings, screenings, exhibits, etc., in different geographic areas. Use this code to indicate funds awarded for either the hosting/presentation of works originating outside of the grantee community or for the fees paid to artists or arts organizations that will, themselves, be touring in different areas.

T   Technology - grants or services using technology for the creation or dissemination of artworks or the use of technology for organizational management purposes.

Y   Youth at Risk - grants or services designed primarily to serve at-risk youth. Include arts-related inter-vention programs (for violence, drug/alcohol abuse and crime) as well as other creative programming specifically involving at-risk youth as primary project participants or beneficiaries.

Section 4 --- Summary Information
The information provided in Sections 4a and 4b will be reported to the public, in compliance with the Michigan Council for Arts and Cultural Affairs' research and communication plans. The information should represent your projections and estimates for the entire grant period. Awardees will have an opportunity to amend the projections and estimates during the grant contracting process, and will be required to provide actual participant numbers in the final grant report.

Section 4a----Budget Summary
Complete Section 5, Projected Budget before completing the budget summary.

Application Form Instructions

Section 4b----Project Participation Summary

Michigan Artists Participating

Enter the number of Michigan artists involved in this project as providers of art, artistic or cultural services.

Amount Paid to Michigan Artists

Enter the amount paid to Michigan artists involved in this project as providers of art or artistic or cultural services.

Artists Participating

Enter the total number of artists involved in this project as providers of art, artistic or cultural services (this total number should include Michigan artists).

Amount Paid to Artists

Enter the total amount to be paid to artists involved in this project as providers of art, artistic or cultural services (this total should include the amount paid to Michigan artists).

Individuals Benefitting

Count direct project participants, service providers and any staff, board members or other partners directly involved with the project. Do not use the total number of individuals served by all programs of the organization receiving the grant award. Capital projects must include project staff and any architects, designers, and advisors involved between the project start and end dates. **DO NOT substitute an estimate of the ultimate seating capacity or audience eventually to be served by the facility.**

Youth Benefitting

Enter the total number of children and youth (including students, participants, and audience members) who will directly benefit from the project. This figure should reflect a portion of the total number reported in Individuals Benefitting.

New Hires and Employees

Enter the number of individuals who will be hired and employed by the applicant organization, during the grant period, to implement the project. Include full and part-time staff. Do not include contract workers.

Section 4c ----ADA Information

Please circle the appropriate response. Unless the question states otherwise, the information you provide on ADA compliance should be project specific.

Section 5--- Projected Budget

Complete the budget paying attention to the instructions on the application form as well as the budget definitions.

NOTE: A detailed itemization must be provided **as Attachment #2**. The budget itemization must follow the same format as the sample itemization in this booklet (pages 23-24) and include all sub-totals and totals.

Application Form Instructions

Revenue

Include all earned and unearned revenue for this project. Provide an explanation of revenue sources in the detailed budget itemization. Copy in-kind expenses total from line 33 to line 18.

Expenses

Include all expenses for this project. List cash expenses under cash column. List the dollar value of all donated programming space, goods and/or service hours under in-kind. All expenses must be fully explained in the budget itemization. **Note: For Capital projects, budget expenses should ONLY include construction/renovation costs and reasonable administration of the specific capital improvement project. Programming and other administrative costs are not appropriate.**

Add line 4 and line 13. Enter the total of these two lines on line 20, cash match.
After completing the project budget, Section 5, transfer information to Budget summary (section 4a).

Section 6 --- **Forms**

Complete required forms, Certification of Matching Funds, Certification of Ownership/Option to Purchase, Non-profit (Subgrantee) Organization Information and Rider A.
Be sure to have authorizing official of the county, city, township or village sign where necessary.

Section 7---**Assurances**

Please review carefully. Provide the signature of the authorized official, or board designee; include the meeting and signing dates.

Section 8--- Attachments

Section 8 --- Attachments and Attachment Checklist

The following attachments and the Attachment Checklist portion of the application must be submitted with your application.

Attachment #1, Proposal Narrative

The Project Narrative is vitally important to the Peer Panel Reviewers, as it tells the story of your project and includes details such as the 'who, what, when, where, why, and how much'. The Narrative should be written so that it can be easily understood by someone not familiar with the applicant organization or geographic location. Please be concise and to the point.

Compose the Narrative, by addressing the numbered items, #1-#4 , on the next page. The information you provide will be reviewed according to the criteria listed on page 9. Narrative should address the total scope of activities for which funding is requested.

Submit no more than 6 narrative pages and label as Attachment #1 - Proposal Narrative. Collate and number each page in the upper right corner. Be sure to include the name of the organization and narrative question on each page.

Narrative Formatting

Narrative must be typed single spaced, on 8½" x 11" sheets of white paper one-sided only. Do not use smaller than 12-point type, and be sure to leave a minimum margin of 1" on both sides. **Failure to adhere to formatting criteria may result in a loss of points.**

Attachments -- Proposal Narrative Instructions

Capital Projects Applicants should respond to the narrative items below, in the order in which they appear. Title and number each item, 1 through 4. The project narrative is vitally important to the peer panel reviewers. The narrative must explain to them the whos, whats, wheres, whys, whens, and hows etc..

1. **Scope of Project**

   Describe the scope of your proposed project and the extent to which it addresses capital review criteria. Provide a cultural and geographic profile description of your service area or the community to be served. Show how your proposed project will identify and address specific needs. Include information suggesting the merit of your project to serve under served communities or under served areas, serve multiple counties and show the longevity of the project.

2. **Project Planning and Implementation**

   Provide information that describes the process to develop your proposal, policies and procedures adopted to further your goal, (i.e, committees, cultural diversity consideration etc.) Define the problem being addressed and provide a brief description of the planning process that led to the decision to proceed with this project. Also provide information that displays leadership in collaborating with arts and cultural organizations to provide service to multiple counties.

   Describe your process to effectively plan for the stability and longevity of cultural capital improvement projects for your community. Include evidence of your efforts to collaborate with local and regional cultural organizations to develop a cultural arts plan. Provide evidence of inclusive planning of community leaders, cultural diversity of constituents and others. Describe how the project will be administered and evaluated. Include evidence of the community, historical societies, designer's and/or architects in the planning process if appropriate. If committees are used, enclose a list of the committee members that show their expertise and their responsibilities.

3. **Community Support**

   Provide evidence of broad based community support such as the number of contributors, volunteers, program participants, attendees at public events and in kind contributions that proves community support. Include media articles etc. and appropriate letters of support.

4. **Economic Impact**

   Describe the marketing and promotional efforts to increase economic opportunities for this project. Describe public and private sources contributing to the project and evidence of significant arts and cultural economic benefit and lasting impact for the local economy.

NOTE:

For the purposes of these guidelines, an underserved community is defined as one in which people lack access to arts or cultural programs, services or resources due to geography, economic conditions, cultural background, sociopolitical circumstances, disability, age or other demonstrable factors. The term "community" can refer to a group of people with common heritage or characteristic, whether or not living in the same place.

It is the Council's expectation that many activities funded through the capital program will serve the state's under served areas through special initiatives, partnerships, collaborations, etc. Applicants to the Capital Improvements Program are encouraged to consider inclusion of outreach efforts within their funding requests. See Page 5 for the list of Underserved Areas.

Application Instructions---Attachments

Attachment #2, Budget Itemization
Each revenue and expense budget figure from Section 5, projected budget, must be itemized, including in-kind. Indicate the source (for revenue amount) and use (for an expense amount) for each figure in the itemization. The itemization must be accurate and balance with the projected budget in section 5. **You must indicate if amounts listed on lines 1 through 14 are pending or confirmed by placing a "p" or "c", next to the dollar amount.**

Attachment # 3 , Organizational History
In not more than one page, please provide a brief description of the applicant organization including history and activities. Be sure to include the organization's mission statement.

Attachment # 4, Proof of Tax Exemption Status
Provide proof of tax exempt status. A 501 (c) (3) and other tax exempt organizations should submit a copy of their IRS tax determination letter. The following items will not be accepted as proof of tax exempt status: proof of Michigan nonprofit incorporation, articles of incorporation, bylaws, proof of sales tax exemption. Agencies of government and public schools, school districts, intermediate school districts, colleges and universities are exempt from this requirement.

Attachment #5, Project Self-Assessment Form
Complete the Project Assessment form located in the back of the guidelines, immediately after the application form. Be sure to complete all the sections thoroughly. **If funded, organizations will be asked to use this document to evaluate the project's overall success/impact as part of the final reporting requirements**. Selected funded projects may also be required to hire an outside evaluator as part of this assessment process.

Attachment # 6, List of Governing Board Members
Provide a roster of your governing board, including names, addresses, telephone numbers, professions or areas of expertise.

Attachment # 7, Project Director's Resume or Bio
Provide the resume or bio of the project director.

Attachment # 8, Letters of Support
Provide a minimum of three but no more than ten letters of support. Letters of support should be current, reinforce the worth of project activities and come from the community/constituents served. Provide letters of support from key members of the collaboration/partnership to indicate the degree of their involvement and their commitment to the project. Letters of support from elected officials do not necessarily indicate general community support.

Attachment # 9, Resume(s) or Bio(s) of Key Decision Makers
Provide the resumes or bios of the key project decision makes, jurors, panelists, etc.

Attachment #10 Resume(s) or Bio (s) of A Key Artist(s)
Provide the resumes or bios for each artist who has been identified in the project narrative.

Application Instructions---Attachments

Attachment #11, Documentation

Provide documentation as specified in the program guidelines. Provide a concise but representative sample of materials (community cultural plans, promotional materials, pamphlets, brochures, annual reports, programs, season brochure, catalogues, newsletters, etc.), to acquaint panelists with your organization and its programs. Applicants requesting funding for the expansion, renovation, construction or acquisition of cultural facilities must include appropriate documentation of facility ownership, and copies of relevant permits, environmental studies, bids, construction and site plans, architectural renderings, photographs, etc. with their completed application.

Each item should be labeled and numbered in the right, top corner.
optional support materials may not exceed the following:

1. Three (3) copies of not more than five (5), one-page items (press release, critical review, etc.)
2. Three (3) copies of not more than one (1), multi-page item (newsletter, pamphlet, annual report)
   No "over-sized" (larger than 9"x12") items may be submitted.

PLEASE REMEMBER

Take the time to develop a strong proposal. As necessary, seek MCACA staff assistance prior to the application deadline. Remember, good planning makes successful projects.

The application narrative should be easily understood by readers who may not be familiar with your organization. Remember, not everyone knows your past accomplishments, your target audience and participants, or your service area. Also, clearly explain the roles, duties, responsibilities and contributions of all project partners and collaborators.

Clearly explain the public benefit of your project.

Your documentation should support your application. Remember to use current letters of support and samples of work. Remember, if you have a website to include appropriate references, especially in regards to samples of work, annual reports, strategic plans etc., as they relate to your application.

You should consider your budget another opportunity to state your case for funding. Use your budget to support your project narrative. Make sure that the numbers in the budget match the numbers in your narrative.

Provide detailed explanations for all budget items, cash and in-kind. Double check the accuracy of all mathematical calculations.

Remember, prior MCACA funding does not ensure continued support.

Check for typos.

Before mailing, make certain your application package is complete. You **will not** be notified of application deficiencies. No additional information may be submitted after the May 1st deadline.

Application Instructions

Mailing Instructions

Applications are due by May 1, 2006 for projects beginning on or after October 1, 2006.

Applications must be postmarked by the **U.S. Post Office** or **dated by a commercial carrier** on or before the application deadline. Hand delivered applications must be dated and documented received by Council staff on or before the application deadline. Late or significantly incomplete applications will not be accepted or reviewed.

Applications will be evaluated by review panels as submitted. Metered mail will not be accepted as proof of meeting deadlines.

Faxed applications are unacceptable.

Applications must be typed or word processed.

The original and three copies (total of four) of completed Council forms and required attachments must be collated and placed in its own envelope. Each envelope should be labeled with the organization's name and identified according to the checklist (see Section 7, "Packaging" of the application form).

Three copies of documentation requested in specific program or component guidelines should be submitted in separate envelopes labeled with the organizations' name and identified according to the checklist.

The seven envelopes (four applications with attachments, and three documentation envelopes) are to be submitted in a single package.

It is the applicant's responsibility to ensure that application sets are collated and assembled properly. Individual envelopes will not be opened and will be forwarded to reviewers as submitted. Envelopes will not be checked by staff prior to distribution. Check individual program information for any special instructions.

The Council is not responsible for loss or damage of application materials. The Michigan Council for Arts and Cultural Affairs reserves the right to retain a copy of application materials for archival purposes and its permanent record.

All application materials are public records. Keep a complete copy of your application for your file.

Applications should be sent to the following address:

Grant Application
ATTN. Capital Improvements
Michigan Council for Arts and Cultural Affairs
702 West Kalamazoo
P.O. Box 30706
Lansing, MI 48909-8206

Budget Definitions

Activity
Refers to the specific project or range of operations proposed for MCACA funding.

Admissions
Revenue derived from fees earned through sales of services (other than this grant award). Include sales of workshops, etc., to other community organization, government contracts for specific services, performances or residence fees, tuition, etc. Include foreign government support.

Applicant Cash
Funds from the applicant's resources allocated this project.

Capital Expenditures-Acquisitions
Expenses for additions to a collection, such a works of art, artifacts, plants, animals or historic documents, the purchase of which is specifically identified with the activity.

Capital Expenditures - Other
Expenses for purchases of building or real estate, renovation or improvements involving structural change, payments for roads, driveways, or parking lots, permanent and generally immobile equipment such as grid systems or central air conditioning, etc., which are specifically identified with the activity.

Corporate Support
Cash support derived from contributions given for this activity (other than this grant award) by businesses, corporations and corporate foundations, or a proportionate share of such contributions allocated to this activity.

Employee-Administrative
Payments for employee salaries, wages and benefits specifically identified with the activity, for executive and supervisory administrative staff, program directors, managing directors, business managers, press agents, fund raisers, clerical staff such as secretaries, typists, bookkeepers, and supportive personnel such as maintenance and security staff, ushers and other front-of-the house and box office personnel.

Employees-Artistic
Payment for employee salaries, wages and benefits specifically identified with the activity, for artistic directors, conductors, directors, curators, dance masters, composers, choreographers, designers, video artists, film makers, painters, poets, authors, sculptors, graphic artists, actors, dancers, singers, musicians, teachers, instructors, puppeteers, etc.

Employees-Technical/Production
Payments for employee salaries, wages and benefits specifically identified with the activity, for technical management and staff, such as technical directors, wardrobe, lighting and sound crew, stage managers, stage hands, video and film technicians, exhibit preparators and installers, etc.

Federal Support
Cash support derived from grants or appropriations given for this activity (other than this grant award) by agencies of the federal government, or a proportionate share of such grants or appropriation allocated to the activity.

Foundation Support
Cash support derived from grants given for this activity (other than this grant award) by private foundations, or a proportionate share of such grants allocated to this activity.

Government Support
Cash support derived from grants or appropriations given for this activity (other than this grant award) by agencies of the city, county, in-state regional and other local government agencies, or a proportionate share of such grants or appropriation allocated to the activity.

Grant Amount Awarded
Amount awarded in support of this activity.

In-Kind
In-kind items utilize the same definitions as cash categories to reflect the value of fees and services which are provided to the applicant by volunteers or outside parties at no cash cost to the applicant.

Budget Definitions

Marketing

All costs for marketing, publicity, and/or promotion specifically identified with the activity. Do not include payments to individuals or firms which belong under "personnel" or "outside fees and services." Include costs of newspapers, radio and television advertising, printing and mailing of brochures, flyers, and posters, and food, drink and space rental when directly connected to promotion, publicity or advertising. For fund-raising expenses, see "Other Expenses."

Non-employee artistic fees and Services

Payments to firms or persons for the services of individuals who are not normally considered employees of the applicant, but consultants or the employees of other organizations, whose services are specifically identified with the activity. Include artistic directors, directors, conductors, curators, dance masters, composers, choreographers, designers, video artists, film makers, painters, poets, authors, sculptors, graphic artists, actors, dancers, singers, musicians, teachers, instructors, etc. serving in non-employee/non-staff capacities.

Non-employee, other fees and services -

Payments to firms or persons for non-artistic services of individuals who are not normally considered employees of the applicant, but consultants or the employees of other organizations, whose services are specifically identified with the activity.

Other Expenses

All expenses not entered in other categories and specifically identified with the activity. Include fund-raising expenses, scripts and scores, lumber and nails, electricity, telephone and telegraph, storage, postage, interest charges, photographic supplies, publication purchases, sets and props, food consumed on premises, equipment rental, insurance fees, non-structural renovations or improvements, trucking, shipping and hauling expenses not entered under "Travel."

Other Private Support

Cash support derived from cash donations given for this activity or a proportionate share of general donation allocated to this activity. Do not include corporate, foundation or government contributions and grants. Include gross proceeds from fund-raising events.

Other Unearned

Revenue derived from sources other than those listed above. Include catalog, sales, advertising space in programs, gift shop income, concessions, parking, investment income, etc.

Space Rental

Payments specifically identified with the activity for rental of office, rehearsal, theater, hall, gallery and other such spaces.

State/Regional Support

Cash support derived from grants or appropriations given for this activity (other than this grant award) by agencies of state government, or a proportionate share of such grants of appropriations allocated to the activity. *Some examples of other state funding include: Minigrants, Touring Arts, MSHDA, DNR, MDOT etc.*

Travel

All costs directly related to travel of an individual or individuals and specifically identifies with the activity. Include fares, hotel and other lodging expenses, food, taxis, gratuities, per diem payments, toll charges, mileage, allowances on personal vehicles, car rental costs, etc. For trucking, shipping, or hauling expenses, see "Other Expenses."

Sample Itemization

MCACA requires that you submit a full itemization of each figure in your budget. That itemization is to be submitted as ATTACHMENT #2. The following is a sample of such an itemization. The itemization must be accurate and balance with the projected budget in section 5. Indicate if the itemized amounts representing revenue are either projected or confirmed by using a letter "P" or a letter "C".

<div align="right">

ATTACHMENT #2, Page 1
"Your" Arts Organization Inc.

</div>

Line 1 Revenue:
(p=projected) (c=confirmed)

Line 5
    Corporate Support

The Alexander Corporation	$10,000 c	
12 businesses @ $250	$3,000 p	
4 businesses @ $1,000	$4,000 c	
	$17,000 p	**$17,000**

Line 7
    Other Private Support

Millionaire Raffle	$7,000 p	
Charities of Our Town	$3,000 c	
	$10,000 p	**$10,000**

Line 12

Applicant cash	$30,000 c	**$30,000**

Line 16

Council request	$80,000	**$75,000**

Line 17

Total Cash Revenue	$132,000	**$132,000**

<div align="center">

This amount should equal the amount on line 32 of the budget form

</div>

Expense / <u>In-Kind</u>

Line 31
Capital Expenses - other

Volunteer painting 10 people @ $5/hr for 30 hours	$1,500	
XYZ contractors - donation of roofing materials and labor	$10,000	
Carpet Barn - donated carpet	$3,500	
Uhaul trash services - cleanup donation	$3,000	**$18,000**

Line 33

Total In-Kind Expenses	$18,000	**$18,000**

Sample Itemization

Expenses / Cash

Line 21

Administrative Employees:

City Comptroller - 5% of salary	$3,000	**$3,000**

Line 25

Other fees/services (non-employee)

ABC Arts Group Exec. Director

10% of salary	$4,000	**$4,000**

Line 31

Capital Expenses

Stonegate Inc. Masonry repair, waterproofing	$20,000
Pencil Plumbers - HVAC and plumbing	$25,000
Accessibility lift and ramp	$30,000
Bill's Contracting - Interior finishings	$50,000

Total	$125,000	**$125,000**

Line 32

Total Cash Expenses	$132,000	**$132,000**

This number should equal the amount reported on line 17 of the budget form

NOTE: The numbers used in the Itemization samples are presented solely as examples of budget itemization format. These numbers <u>are not</u> to be used as recommendations of the Council of proper pay scales/ expenses etc.

Test Yourself with these Questions

Take a look at the following questions. If you can answer each question "Yes" you have prepared your application to be reviewed by the peer panel. If any of your answers are "No" you may want to revisit your application.

1. Did you use an inclusive process to develop your project?

2. Does your application narrative clearly respond to the program guidelines and review criteria?

3. Is the proposed project compatible with the mission and goals of your organization?

4. Does your community and others outside your organization support the project? Is their support evidenced in letters, agreements, matching funds, volunteer contributions, etc.?

5. Are all of your letters of support current and relevant to your project?

6. Have the grant program matching requirements been met?

7. Have you clearly explained what you plan to accomplish through your project? Why? How? When?

8. Have you provided a plan to assess and evaluate the impact and success of your project?

9. Are the project activities accessible to the general public? Persons with disabilities?

10. Is the facility, in which the project activities will take place, accessible to persons with disabilities?

11. Do resumes and bios of key personnel reflect relevant experience and expertise?

12. Are your project budget projections realistic? Are personnel wages, supply and equipment costs, rental fees, marketing and promotional expenses etc. appropriate?

13. Generally, MCACA final grant awards are less than the amount requested. Have you considered how partial funding may impact the implementation of your project?

14. Is your cash flow sufficient to ensure that your project can begin while you wait for your Council funding to arrive?